14 Feb 1974

11 February 1974

MEMORANDUM FOR:    Members of the Curriculum Committee

SUBJECT:    Agenda for Meeting, 14 February 1974

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1.  The Curriculum Committee will meet on Thursday, 14 February 1974, at 0930 hours in the DTR Conference Room.

2.  The agenda:

    a.  Presentation and discussion of courses given by the Foreign Areas Branch of the Intelligence Institute

    b.  Discussion of the Management Training Program

    c.  What is the place of cross-cultural training in the OTR curriculum?

    d.  Discussion of Effective Writing Programs

    e.  Presentation of draft policy paper on Instructional Development

    f.  How are case studies used in the OTR curriculum?

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Chairman
Curriculum Committee

21 February 1974

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT      :  Minutes of 14 February 1974 Meeting

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1.  The Curriculum Committee met on Thursday, 14 February 1974, in the DTR Conference Room. ████████████████████████████████████,
████████████████████████████████

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2.  Changes were made in Paragraph 6 of the minutes of the last meeting. The minutes were then approved as amended. ████████ felt that the record should state that OTR should return Form 73s to the originator if Block 14 is not completed properly. As a result of this discussion, the Chairman asked ████████ to ask OTR Registrar to see if 73s can be distributed daily to course chiefs.

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3.  A discussion of the Management Training program followed. Specific questions included the validity of offering the Managerial Grid at the ████████████████████████████████████, the possibility of running Phases 2 & 3 of the Grid with OTR serving as an example, and other alternatives to the Grid.

The Curriculum Committee agreed that OTR has a range of management courses which satisfy varied Agency needs and provides a core of management training to serve different levels of employees.

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████████████ asked that a future meeting of the Curriculum Committee include a discussion of MBO training and Clerical training.

4.  In a statement for the record, the Committee agreed that the review of OTR curriculum is a dynamic process. It is inherent in the nature of a good instructor to constantly evaluate and improve his training programs. The Committee feels that much of the quality of OTR instruction has been generated internally, not from external pressures. The Committee felt that it is important for OTR management to recognize this fact and to support it in explaining OTRs activities to higher management in CIA.

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5. <u>The Foreign Areas Branch of the Intelligence Institute</u>

██████████ briefed the Committee on the courses given by the Foreign Affairs Branch of the Intelligence Institute-- China Familiarization, USSR Country Survey and the Latin American Seminar. It was concluded that the Latin American Area Seminar is probably a diminishing activity, that we will continue to offer the USSR Country Survey and China Familiar-

STATINTL ization, and that there seems to be no requirement for other area programs at present. ██████████ will provide data on area training given in other organizations of the Intelligence Community which will allow the Curriculum Committee to make decisions on possible overlap and lack of coverage.

6. <u>What is the Place of Cross-Cultural Training in the OTR Curriculum?</u>

The Committee agreed generally that cross-cultural training should be part of our curriculum, but that this view is not universally shared throughout the Agency. The Committee recommended that we continue to search for someone to provide cross-cultural training who can sensitize people to themselves, to other people, to their society and to other societies. He could be a psychologist, sociologist, or a cultural anthropologist with a specialty in ethnology. He would be able to help with training for those going overseas, analyst training, operational training, and orientation training.
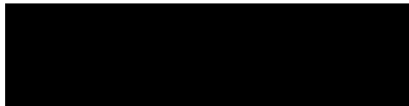
7. <u>Draft Paper on Instructional Development</u>

The Chairman asked the Committee members to write their thoughts on the draft policy paper on Instructional Development

STATINTL and return them to ██████████ The comments will be incorporated into another draft for discussion at the next meeting.

8. Agenda items (d) & (f) were postponed because of time constraints.

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Date

OTR NOTICE
NO.

SUBJECT: Instructional Development Services

1. Instructional development services consist of advice and assistance to instructors and course managers in formulating objectives for courses, blocks, and units of instruction; selecting and using appropriate training methods, media, and materials; preparing lesson plans; constructing measures of student progress, and evaluating the effectiveness of training in terms of objectives.

2. OTR officers charged with designing new courses of instruction are expected to avail themselves of these services at an early stage in course development. As an integral part of the continuing review of existing courses under their jurisdiction, course chiefs and their supervisors are expected to use these services as circumstances permit. Individual instructors interested in the application of these services to the units of instruction for which they are responsible are encouraged to seek assistance at any time.

3. The instructional development process normally applied to existing courses, blocks, or units of instruction will consist of a review of the methods, media, and materials in use and may include monitoring of the instruction; consultation with instructors followed by recommendations for revisions; assistance in implementing changes accepted by instructors, and monitoring of the revised instruction to determine effectiveness.

4. Requests for instructional development services will be directed to the Chief, Development and Technical Services Group, Plans and Development Staff, OTR. Priority attention will be given to new courses to be developed and to existing courses which may be of particular concern to the Director of Training. Scheduling problems which cannot be solved jointly by requestors and the Chief, Development and Technical Services Group, will be referred to the Curriculum Committee for resolution.

5. Existing procedures for requesting the routine support normally provided to courses by Visual Aids, Audio Aids, and Film/TV Production will be continued without change.

Alfonso Rodriguez
Director of Training

Costs: SALARIES

| | | |
|---|---|---|
| #1 Instructor | $28,300 (GS-14) | $14 per hour |
| #2 Instructor | $16,500 (GS-11) | 8 per hour |
| Secretary | $ 8,100 (GS-05) | 4 per hour |

Preparation for course running

Secretary - $4 per hour
      8 hours = 1 day     $32

Instructors - #1 $14 per hour
          #2   8 per hour
            $22 per hour
            24 hours = 3 days
            $528         $528
                          $560 Preparation Cost

Running the course = 10 days, 8 hours per day = 80 class hours per course

Instructors - $14 per hour
            8 per hour
         $22 per hour
         80 hours
         22
        $1,760       Salaries for running course $1,760

Closing the course

Secretary - $4 per hour
        4 hours
        $16            $16

Instructors - #1 $14 per hour
          #2   8 per hour
            $22 per hour
            24 hours = 3 days
            $528         $528
                         $544    Salaries for closing course

Preparation - $   560
Running the course - $1,760
Closing the course - $544
Salaries for running the course - $2,864

Overhead

   $1.17 per student hour in C of C Bldg.

   $1.17
       8 students (average class)
   $9.36 overhead per average class per hour
      80 course hours
   $748.80 overhead per average class in C of C Bldg.

```
$2,864.00 salaries
   748.80 overhead
$3,612.80 total cost per course
   451.60 total cost per student (3612.80 divided by 8)
     5.65 total cost per student hours (451.60 divided by 80)
```

Students are involved in:

1. Reading assignments w/questions
2. Preparing for 15, 20, & 50 min. presentations
3. Presenting instruction
4. Critiquing each presenter
5. Playback of their presentations
6. Preparing behavioral objectives
7. Preparing lesson plans w/graphics
8. Outside assignment

Date

OTR NOTICE
NO.

SUBJECT:   Instructional Development Services

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2.   OTR officers charged with designing new courses of instruction are expected to avail themselves of these services at an early stage in course development.   As an integral part of the continuing review of existing courses under their jurisdiction, course chiefs and their supervisors are expected to use these services as circumstances permit.   Individual instructors interested in the application of these services to the units of instruction for which they are responsible are encouraged to seek assistance at any time.

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Alfonso Rodriguez
Director of Training

INSTRUCTOR TRAINING WORKSHOP

Objectives:

The workshop objectives are to provide participants with:

1.  A knowledge of the major principles, methods, and practices of effective instruction.

2.  An opportunity to develop skills as an instructor by applying this knowledge in an instructional setting.

Upon completion of the workshop, participants should be able to:

1.  Analyze their audience and teaching objectives.

2.  Prepare lesson plans.

3.  Effectively present the material to be learned.

4.  Evaluate the results of their training efforts.

Methodologies:

Presentations are designed primarily to maximize student involvement. Each lesson is prefaced by a student reading assignment with questions that seek student understanding. Presentations include lectures, discussions, demonstrations, student performance, and peer critiques of student performance. Each student prepares and presents a 15, 20 and 50 minute presentation which is video taped and played back.

User components:

OTR (DTS, ALT, Functional Training), Office of Communications, and Office of Technical Services.

Kinds of students:

Any person with assigned instructional responsibilities.

Student load:

A minimum of 6 and a maximum of 10 per course.

Enrollment:

| | | | | |
|---|---|---|---|---|
| Instructor Training Workshop | 1973 – 6 | runnings, | 52 | students |
| | 1972 – 6 | " | , 51 | " |
| | 1971 – 8 | " | , 64 | " |
| Briefing Techniques | 1973 – 1 | " | , 8 | " |
| | 1972 – 2 | " | , 16 | " |
| | 1971 – 2 | ' | , 15 | " |

Prospective Student Audience:

    OTR requirements -- 2 workshops per year
    Outside requirements -- 2 workshops per year
    Briefing Techniques -- plan to discontinue

Instructors necessary:

    Two -- fulltime

Cost:

    Instructor Training Manual -- $1.80 per binder
    Preparing Instructional Objectives by Robert Mager -- $2.25 per copy
    Videotape -- which can be erased and used again .

Feedback and customer evaluation:

    Written student critiques are collected at the end of each running of the workshop. A visitation is made, sometime after the running of the workshop, to the student and his supervisor. His objectives, lesson plans, methods of instruction, media and evaluation of student performance are reviewed with the new instructor and his supervisor. (Have not been able to accomplish this at DTS this year)

Foreign Areas Branch, Intelligence Institute


Mission and Functions

Foreign Areas Branch (FAB) of the Intelligence Institute provides training in certain areas and substantive fields of intelligence concern--USSR, China, Latin America and Communist party affairs. Various means are used to accomplish this mission: (1) Regular courses and seminars such as China Familiarization, Latin American Area Seminar and USSR Country Survey (given on request); (2) Special programs such as the recently concluded part-time seminar on USSR and East Europe tailored for Africa Division of DO; (3) Tutorial programs on

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in the autumn of 1973; (4) FAB faculty participation in other Intelligence Institute and OTR courses and in courses directed by other organizational components. FAB has, from time to time, presented training in the subjects noted for liaison services outside of the United States.

The function of the FAB staff is to plan and conduct the courses and programs noted and to maintain competence in these fields of specialization through study of current government and scholarly production and by maintaining contact among persons working in these fields.

CHINA FAMILIARIZATION

Background:  Originating about 1960 as a cooperative effort
between FE Division and OTR, this course has been under the
supervision of this branch since mid-1965.  It is a general
familiarization course aimed at meeting the requirements of
officers assigned to China related tasks, either headquarters
or field.  Although focused on the needs of the officer with
little background in China studies, it has been found useful
as a refresher for those with previous background or related
experience.  There are no grade restrictions.

Course Objectives:  To acquaint the intelligence officer with
the capabilities and policies of the Chinese People's Republic
through an examination of various physical and human aspects
including: geography, culture, political and economic systems,
scientific and military positions, and foreign policy.  Refer-
ence will be made to sources for the study of Chinese affairs,
both open and classified.  A brief orientation on the nature
of the Chinese language and on standard systems of romanization
will be included.

Staffing:  The course chairman supervises the course and pro-
vides a portion of the substantive coverage.  He is assisted
by specialists from OTR and from other parts of the Agency.
The course is intensive and requires a high degree of atten-
tion by the chairman to assure guidance for students and guests.

Methodology:  General readings are distributed beforehand and
during the course.  Much attention is given to current refer-
ence materials--public and classified.  Most of the course
sessions are combination lecture/discussion.  The amount of
discussion depends on the topic, the student interest and the
approach of the lecturer.  A number of films are used and closely
integrated into the substantive coverage.  Exercises and review
sessions are used to stimulate interest and provide a self-
motivation system.

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Enrollment Statistics: (by calendar year):

1969--4 runnings for 73 students
1970--3 runnings for 58 students
1971--2 runnings for 30 students

| | Number of<br>Offerings | Students<br>Students | DO | Directorate<br>DI | DM&S | DS&T |
|---|---|---|---|---|---|---|
| 1972 | 4 | 75 | 43 | 21 | 8 | 3 |
| 1973 | 4 | 58 | 29 | 20 | 4 | 5 |

Evaluation and Feedback: Officers participating in the course have regularly provided brief written evaluations. These have been supplemented by oral discussion sessions and by informal discussion with the chairman. The course has generally been rated as effective by those attending. Coordination on requirements and substance with the chief customer, ███████, has for long been carried out by close contact with the officer responsible for that unit's participation. The course chairman will now coordinate directly with the Deputy to the Deputy Chief/EA/███████ Formal feedback arrangements with other units have not been made.

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USSR COUNTRY SURVEY


Background:  The USSR Country Survey has been run about once or twice yearly since its organization in 1957.  The IWA or equivalent is prerequisite.  The majority of students are working on matters requiring knowledge of contemporary Soviet affairs.


Objectives:  To provide a comprehensive understanding of the USSR including geography, political institutions and practices, social and intellectual trends and foreign relations.


Staffing:  FAB faculty assisted by specialists from various parts of CIA.


Methodology:  The course is two weeks, full time (80 hours). It includes reading, lecture, discussion and films.  Student projects requiring a limited amount of research and preparation are used as the basis for class discussions.


Enrollment Statistics:

| Year | No. of Runnings | Total Enrolled | DO | By Directorate DI | DM&S | DS&T |
|------|------|------|------|------|------|------|
| 1969 | 2 | 33 | 6 | 25 | 1 | 1 |
| 1970 | 2 | 25 | 4 | 20 | 1 | |
| 1971 | 1 | 8 | 1 | 7 | | |
| 1972 | 1 | 11 | 1 | 10 | | |
| 1973 | 1 | 21 | 5 | 16 | | |

Also, in 1973, a special one-week special for 12 NPIC officers

Evaluation and Feedback:  Student evaluations are requested.  They
generally express satisfaction with the content and method with
many suggestions and comments on specific items.  The course super-
visor is now making a survey of concerned training officers in
order to evaluate the course and determine requirements.

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Latin American Area Seminar

Background: The Latin American Area Seminar has been held
four times since it was organized in 1972. It is designed
for the officer who has an occupational need for substance
on Latin America and sufficient background from study or
experience to permit him to participate in a seminar situa-
tion with capable specialists.

Objectives: To provide Agency officers with a broader per-
spective on area problems and a deeper insight into how such
problems may affect U.S. interests and intelligence require-
ments. A variety of viewpoints are presented.

Staffing: The course chairman plans, supervises and provides
a part of the course coverage. He is supplemented by guest
lecturers from within and outside of the government who are
recognized specialists in their fields.

Methodology: The seminar is limited to ten. It is given
one afternoon a week over a ten-week period. Much reading
is provided and the students write a paper which is discussed
in the course.

Enrollment Figures are:

| Course Date | Number Enrolled | DO | Directorate DI | DM&S | DCI |
|---|---|---|---|---|---|
| 15 Feb- 28 Mar '72 | 10 (1 incomplete) | 3 (1 incom) | 5 | 1 | 1 |
| 12 Sept- 28 Nov '72 | 11 | 3 | 7 | 1 | |
| 6 Mar- 21 May '73 | 10 (5 incomplete) | 5 (1 incom) | 5 (4 incom) | | |
| 11 Sept- 13 Nov '73 | 7 (2 incomplete) | 2 (2 incom) | 4 | 1 | |
| TOTALS | 38 (8 incomplete) | 13 (4 incom) | 21 (4 incom) | 3 | 1 |

Evaluation and Feedback:  Student evaluations have generally rated the seminar as effective in terms of objectives and of their requirements.  The chairman is currently making a formal written survey of former participants to determine value and interest.